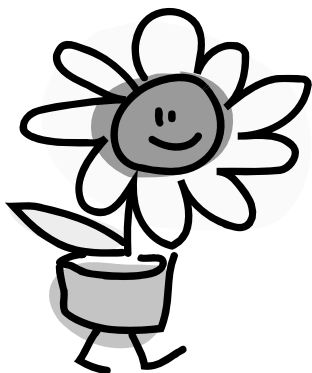


**Career Transition  
Center**

George P. Shultz  
National Foreign Affairs  
Training Center  
U.S. Department of State

# CTC NEWSLETTER

**MAY 2006**



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***“Be aware of wonder. Live a balanced life — learn some and think some and draw and paint and sing and dance and play and work every day some.”***

*- Robert Fulghum*

## SEARCHING FOR BALANCE: WORKING PART-TIME

*- Dedicated to March 2006 Job Search Program Participants*

Several clients in the recent Job Search Program were interested in part-time work. They want to continue working professionally, but they don't want their time devoured by work. They are searching for a different balance between their work and their lives.



### Times, They Are A'Changing!

In 1998 an Employment Policy Foundation study estimated that only 18% of U.S. employees work part-time. But – *Take Heart, Class of March 2006!* -- the prospects for part-time work are looking better and better. In 2005 U.S. News & World Report reported that the number of employees in part-time management or professional positions grew from 5.7 million to 6.4 million between 2000 and 2004. And in 2000 Management Recruiters International, Inc. polled 3500 company executives and found that 61% believed that the 40 hour workweek will disappear by 2010.

Now there are a lot more jobs for clerical, blue-collar, and unskilled employees than for “professional” employees, but, here again, the working world is still evolving. In a August 2005 study the Society for Human Resource Management (SHRM) claimed that 33% of U.S. employers have actual established part-time positions for professional staff, 39% allow reduced hours on a case by case basis, and a whopping 66% used part-time options to retain critical employees.

## Part-time Defined

The Fair Labor Standards Act does not define fulltime or part-time employment, but fulltime is usually considered to be 40 or more hours per week. Part-time is more than 0 and less than 40 hours -- usually 20 to 32 hours per week. Flex time can be applied to fulltime or part-time, but is most often used in connection with full time work performed on fewer days with more hours or on more days with less hours

Types of part-time work can include a part-time defined schedule, a part-time flexible schedule, a combination of work in the office and work at home, job sharing, self-employment, consulting, and fulltime for a defined period (e.g., contract or project work). Some part-time employees work a few hours per day on all week days, others work long hours for several days, then have several days off.

Temporary work is often classified as part-time. Temporary work can include consulting, project or contractual work. According to a 1998 press release from the National Association of Part-Time and Temporary Employees, Washington, DC, has the highest concentration of temp firms in the U.S., then Colorado, then New Hampshire. (I wonder if they considered Congress a temp firm?!)



- Carl Sandburg

"Time is the coin of your life. It is the only coin you have, and only you can determine how it will be spent. Be careful lest you let other people spend it for you."

## Why part-time work?

More women than men chose to or need to work part-time, but their reasons are simi-

lar. Care for children and/or elderly family members is a rapidly growing demand on the "Sandwich Generation" or Baby Boomers. Those same Boomers are working much longer than their parents and often want to transition slowly into actual retirement. People in all age groups are seeking a better work-life balance. Some people have health problems and can only work part-time. Others want to pursue their passions in hobbies or volunteer work.

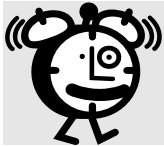
The benefits of part-time work are many. The two most often found in literature on the subject are to allow more time for family and personal life and to decrease stress levels.

Unfortunately, there are as many drawbacks to part-time work as there are benefits. Part-time workers make less money, are often paid an hourly wage, and may not receive the employer's full benefit package. In 1998 the Employment Policy Foundation found the pay gap between part-time and fulltime employees to be 12%.

Part-time work may not be career-enhancing. Work responsibilities of part-time employees can be limited by their absences. It is tough to be a supervisor when you aren't there all the time. Part-time workers can become isolated from the office team and left out of decision-making. As a result, it may take longer for them to earn a promotion. However, in a study of 80 part-time professionals during the years 1996 to 2003, the Alfred P. Sloan Foundation found that most of the 80 received at least 1 promotion and most received pay increases comparable to fulltime employees.

When they change to part-time work, some people find that their home life is less

stressful, but their work life is more stressful. The biggest challenge is preventing part-time hours creep up into full-time range. Another challenge can be the employee's guilt about working part-time while colleagues work fulltime. Then, there are the pesky logistical problems such as scheduling meetings.



"You have a part-time job and that's better than no job at all."

- Dan Quayle

### So, What's In It For the Employer?

An employer with flexible scheduling opportunities appears more family friendly, which makes it more competitive in recruiting and improves its corporate image. Part-time work decreases salary costs and improves productivity. Part-time employees waste less time in the office. Part-time work can reduce absenteeism and the number of on-the-job accidents. It also improves morale – part-time employees are less stressed, more content, and more loyal.

Most importantly, a flexible work schedule helps employers retain skilled staff, reducing turnover. It will not surprise you that the more experienced the employees, the more it costs to replace them. The employer loses the money he invested in training the employees, their corporate knowledge, and their good relationships and established service record with customers. Add in the money lost during gaps in service, the cost of paying the departing employee's benefits, the cost of a search for a replacement, and the cost of training a new employee and reducing a proven em-

ployee's hours can be seen as a much more positive alternative.



"The bad news is time flies. The good news is you're the pilot."

- Michael Althsuler

### Finding a Part-time Job

While doing research for this article, I frequently ran across this advice about searching for part-time jobs on the internet: perform job board searches for part-time jobs with several different spellings of the word: *part-time*, *part time*, and *parttime*.

There is much discussion (read disagreement) in the literature about including your desire for part-time work in your resume or cover letter. Many career counselors advise clients to include it in the cover letter or resume. It can be stated as a preference or a definite goal. These counselors encourage their clients to be completely open and honest about their intentions from the "get-go." Counselor Nedra Hartzell suggests that, in your cover letter, you tell the employer which duties of the position that you are uniquely and especially qualified to perform, then propose that the employer hire you (part-time) just for those duties. Other career counselors recommend not mentioning it at all until the interview. You will have to decide that question for yourself. The "gut test" is a worthy indicator of how you want to handle this issue.

As mentioned previously, it is hard to find part-time professional level jobs. The easiest way for professionals to find part-

time work is to negotiate a reduced schedule with their current employer. In an existing job you have a track-record -- you may even be too valuable to let go! But most of you are not employed any longer and may find it much harder coming in from the outside.

Because they can be more flexible, you may want to target nonprofits, small firms, and new businesses in your job search. You could also apply for jobs with less responsibility (and less pay) than you have assumed in the past. You will be providing an employer with more expertise than he had budgeted for.

The best way to find part-time jobs is the same as the best way to find any job – Network! Network! Network! Part-time positions are frequently not advertised. Some of the best places to hunt for those jobs are in professional associations, organizations that promote work-life balance, and college alumni groups.

You can also consider talking with a staffing company like Spherion, Kelly, and Manpower. They are receiving more and more requests for part-time or temporary professionals and executives.

If you don't mind the lack of a regular income, then you can take on temporary projects as a consultant. Consultancy work can have very flexible hours and it gets your foot in the door where you can make yourself invaluable.

"Happiness comes when we test our skills towards some meaningful purpose."



- John Stossel

## Negotiating Fulltime to Part-time

If your Perfect Job is advertised as full-time, how do you get the employer to talk to you, let alone hire you on a part-time basis?

First, try to find out if the employer has any part-time employees or if they would consider hiring part-time employees. To do this, check the employer's website, peruse their job ads online and in the local newspaper, and talk with people who work there.

Second, learn everything you can about the employer's culture. Is it family friendly? Does it allow retirees to retire gradually? If possible, study the employer's problems and challenges to better understand how a proposal for part-time work might be received.

Look at the possibility from the supervisor's point of view – how will your reduced hours affect his workload, his performance evaluation, his career goals?

Prepare your proposal for part-time work carefully. If you already work for the employer, you may want to present a written proposal to your supervisor. If you are applying for a job with the employer, you can bring up the subject in an interview and be prepared to sell the idea. Approach your proposal as if you were writing a business case – emphasize the benefits to the employer. Stress that you are negotiating for yourself only. Be willing to negotiate.

- Describe how you can accomplish the work and how you will handle your responsibilities.
- Anticipate the employer's objections and address them.

- Emphasize their budget savings with part-time instead of fulltime.
- Convince the supervisor to support your request to work part-time – his support will count a great deal with management and your positive relationship with him is key to your success as a part-timer. Ask for advice from the supervisor about the best way to sell the part-time idea to management.
- Consider proposing a trial period of 6 to 8 weeks to work fulltime and get to know the job, then you and supervisor can reassess possibilities of restructuring the job to make it part-time.
- If they really want you -- you have some special skills, experience, and/or attribute that they need and are having a hard time finding, use that as leverage — in a shameless but very subtle and diplomatic fashion, of course!

If part-time work is a very important issue for you, then be sure to let the employer know that sometime during the interview process and definitely before accepting a job offer.

If you are already working for the employer, truthfully report the impact of your reduced hours on the productivity and profit of the employer. Use other successful part-timers working for the employer as examples.



"I don't want to get to the end of my life and find that I have just lived the length of it. I want to have lived the width of it as well."

- Diane Ackerman

## After The Battle Is Won

O.K., you have convinced the powers-that-be to hire you on a part-time basis and they are about to present you with a formal job offer. Before they do that, make sure you and the supervisor agree that when the hours are reduced, the workload is also reduced. Try to make sure that the hourly rate of salary and benefits are not reduced. If they were offering \$40 per hour for a fulltime employee, then you negotiate for the same pay for part-time work.

Get all the terms of employment in writing, including when or if overtime payment kicks in. With your new supervisor, agree on the best way to explain your part-time status to colleagues in the office. Aim to engender goodwill and deflect behavior that might undermine your success.

"Have a blast while you last."

- Hollis Stacy



## On The Job

Make sure your boss, colleagues, and customers know your schedule and where they can contact you when you are not in the office. (Be careful! Remember, the greatest challenge is going to be part-time creeping up to fulltime. You need to define the limits because few employers will.) Always strive for agreement with your boss and your customers on realistic deadlines and expectations, but be willing to work extra hours in an emergency or for a special project. Have a back-up plan for personal obligations in case an emergency keeps you at work.

Learn to prioritize, delegate, and refuse tasks. Speak up, don't let your supervisor or colleagues pass over you for choice assignments. Perform your duties well and remain committed to the job – there should not be any part-time loyalty! Don't feel guilty about not working fulltime, be confident – others will accept it more easily.

*[The Editor sends special thanks to Tanya Bodzin, Bobbie Friedman, Nedra Hartzell, and Susan Drew Thomas for their advice and assistance with this article.]*

### **Tune In Next Month!**

In June newsletter we will provide you with some basic information about job sharing. If you have any questions or information you would like to contribute to that article, please send the Editor an e-mail (pittsa@state.gov) before May 15<sup>th</sup>.

"Enjoy yourself.  
It's later than you think!"  
- Chinese Proverb



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#### Associations

Association of Part-Time Professionals. Crescent Plaza, Suite 216, 7700 Leesburg Pike, Falls Church, VA 22043. 703-734-7975. (Could not find a website.)

National Association of Part-Time & Temporary Employees. P.O. Box 3805, Shawnee, KS 66203.

E-mail: [napte-champion@worldnet.att.net](mailto:napte-champion@worldnet.att.net),  
Website: [www.members.tripod.com/~NAPTE/](http://www.members.tripod.com/~NAPTE/).



- Malcolm Forbes

"Occasionally indulging in a do-nothing day is more than worth the price."

## EDITOR'S NOTES

A gazillion thank you's to Paul Stephenson who wrote the feature article in the April edition of our newsletter. We received lots of positive feedback on it. Very well done, Paul!



The advice we received from many clients who have found rewarding work outside the beltway was also wonderful! Readers accused us of writing their comments ourselves!

We welcome your contributions to the newsletter. If you have an interesting story to tell or have learned something important about your transition or job search, please think about sharing it with your colleagues!

Also, if you have an idea or recommendation for an article on transitions and job searches, please send it to us. Many of our articles (like the one this month) are inspired by your questions.

Your contributions reinforce our belief that we are so incredibly lucky to be working with such wonderful clients. **Thank you, all!**



"Time flies like the wind.  
Fruit flies like bananas."

- Groucho Marx

## JOB LEADS

### Business for Diplomatic Action



Have you heard about an organization called "Business for Diplomatic Action"? According to their website they are "a private-sector task force directed by preeminent communications, marketing, political science, global development and media professionals."

Their mission is "To enlist the U.S. business community in actions to improve the standing of America in the world." And their "Key Action Areas" are:

- "Engaging Americans in World Citizenship"
- "International Pilot Programs - Developing Pilot Partnerships with the Private Sector in the Middle East and Germany"
- "Public Policy - Advancing US business interests as they pertain to visa policy concerns and the role of the private sector in public diplomacy"
- "Public Diplomacy Resources for the Private Sector - Continue to cull and promote best practices, research, resources and insights in public diplomacy."

Your editor recommends that you take a few minutes to peruse their website— ([www.businessfordiplomaticaction.org](http://www.businessfordiplomaticaction.org)). It is very interesting. (Be sure to take a look at the list of their board members as it includes a couple of your old colleagues.) They have had several exchanges with State Department and the Foreign Commercial Service as well as some very important non-governmental groups. You

can find accounts of those meetings and some very interesting articles about the U.S. image abroad on their website.

The BDA has also published a "World Citizens Guide" for Americans traveling abroad that offers 25 "simple suggestions" for helping "your country while you travel for your company." These include:

- "Look. Listen. Learn.
- "Smile. Genuinely.
- "Think big. Act small. Be humble.
- "Live, eat and play local.
- "Be patient.
- "Become a student again.
- "Refrain from lecturing.
- "Dialogue instead of monologue.
- "Keep religion private."



"I finally figured out the only reason to be alive is to enjoy it."

- Rita Mae Brown

### Coalition for Citizen Diplomacy

Another organization that might interest you all is the Coalition for Citizen Diplomacy. This group works primarily with non-governmental (NGO), nonprofit groups as opposed to business. According to their website (<http://citizen-diplomacy.org>), they are "volunteer citizen diplomats" who promote "positive and sustainable international engagement of Americans through a wide range of international exchange and educational initiatives involving innovative public, private, and volunteer partnerships."

Their members include organizations such as Sister Cities International, World Affairs Councils of the USA, Girl Scouts of the

USA, and the Rotary International Foundation — and the BDA! They will have a National Summit on Citizen Diplomacy in Washington, DC in July this year.



"For fast acting relief, try slowing down."

- Lily Tomlin

### In Conclusion

Why has your faithful editor included this information under "Job Leads?" Well, I was thinking that you all would be interested in hearing about these organizations and their work. Some of you may even want to donate, join, or volunteer with one of them. I was unable to find on their websites any job ads for positions at either organization. But, the existence of the BDA and the CCD might spark some ideas among you out there about how you could fit into these private sector and NGO efforts.

## ATTENTION JSP GRADS!

We are going to indulge in a little self-congratulation here, but hope you will find it interesting anyway!



### CTC Job Fairs

We surveyed the companies who participated in our 3 job fairs in 2005 and were very pleased with the results. Here are some of those statistics that might interest you.

- 50% had hired someone



- 40% found the skills of candidates they interviewed exactly what their employer needed.
- 50% rated resumes 8 or above on a scale of 1 to 10 (10 being Excellent).
- 55% rated interview skills 8 or above.
- 90% wanted to participate in 2006 CTC Job Fairs!

The next CTC Job Fair will be held on Tuesday, August 22, 2006, from 1:00 to 4:00 pm at FSI. As of April 17th, we already had 15 companies signed up for it!

"When making your choice in life, do not neglect to live."

- Samuel Johnson

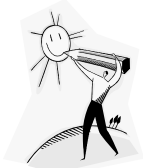


## CTC Job Leads

In 2005 the Career Transition Center published approximately 3,246 job leads, job search resources, educational opportunities, networking opportunities, volunteer opportunities, and "FYIs" to our clients via e-mail. 90% were job leads.

The number of job leads published have increased dramatically during the past 3 years:

2003	326
2004	2401
2005	3246



"Spend the afternoon.  
You can't take it with you."

- Annie Dillard

## Comments From JSP Participants

Here are a few comments on the March 2006 Job Search Program from the participants' evaluations.

"Excellent facilities, superb presenters by and large, OUTSTANDING resources, well organized and a real keeper!"

"Great, even for those looking at full retirement."

"I really was at loose ends when I started the program. I now have a much clearer idea of what I want out of retirement and what I will do. The program did an EXCELLENT job in helping me understand what my skills are and how to market them. After many years with the U.S. government, I did not think that I had any marketable skills. The JSP showed me that I was wrong."

"A wonderful ending-beginning transitional program — reflective and invigorating. A get-it-together-and-move-on-with-your-life program."

"Sleeping Beauty has awakened and it's not such a bad world out there after all!"

"Without this course to 'force' me through this process, I would be floundering in the wilderness!"

"For 4 weeks we have lived the Networking Mantra! The resources available to us were phenomenal. The staff were sensational. I wish I had known what I know now 10 or 20 years ago!"

"I came into the program knowing exactly what I did not want to do. I leave the program with a clear understanding of what I do want to do and what I need to do to reach my goals."

"This course was wonderful! It built my confidence and helped me to translate my management skills into useful abilities for the private sector. Kudos!"

"Good food for thought and avenues not previously realized."

"The right thing at the right time for me."

"I found the program to be very valuable. It gives one TIME to take a studied look at the future and to reflect on options."

"[The] small group exercises have all the value of a first rate university seminar — the facilitation of a professional counselor coupled with participation by supportive colleagues is superb."

"It was great to meet others feeling the same stress levels as me!"

"While I entered with a job, I gained many insights and really appreciated my classmates. The staff and organization of the course are fabulous."

"I'm more valuable than I thought! I do have options!"

[The program helped me clarify that] "It is okay to relax and not feel guilty if I don't want to work!"

"Great opportunity to decompress in an emphatic environment."



## **CTC NEWSLETTER**

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